

JOBS THROUGH RECYCLING INITIATIVE
Oregon Recycling Economic Development Advocate
November 1994 through April 1996

Final Report

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SUMMARY OF REPORT

The Recycling Economic Development Advocate program funded by the United States Environmental Protection Agency 1994 Jobs Through Recycling Grant has been completed and should be considered a limited success. The program operated in the Oregon Economic Development Department from November 1994 through April 1996. Recycling business became aware of the program soon after start-up, and demand for recycling business assistance remained strong through program completion. Customer demand for these services quickly exceeded the staff resources available. Much of this customer demand was related to proposals for new recycling business start-ups. These proposals ranged in dollar value from less than \$20,000 to more than \$20,000,000 with corresponding levels of technical and financial complexity. Some of these proposals moved forward in an orderly fashion while others appear to have been nothing more than speculative inquiries. Expansion of existing recycling businesses represented a second major demand on program resources. Most of these expansions were serious proposals and, due to their number and variety, took up much more of the program's resources to evaluate and address than was originally anticipated.

The two major goals of the REDA program were to meet the program workplan and to establish a base for a permanent recycling market development program. Neither goal was completely accomplished.

The original workplan was modified as the project developed. More emphasis was placed on responding to customer demand for business assistance at the cost of development of catalogs, directories, and background information. While the proposed informational material would have been useful to some stakeholders as the programs progressed there was not a clear demand for this type of general information. At the same time there was a strong demand for one-on-one technical and financial assistance. The final result was that more people got direct help, fewer people got general information.

In order for the REDA program to be continued after the grant period, it needed to be fully accepted by the Department and to be provided with position allocation and ongoing funding. The program and the Advocate were quickly and completely integrated into the Department's programs. This cost the program some time and resources but gained a much greater amount of Departmental support. Unfortunately, the REDA program was started late and was out of phase with the Oregon Legislative cycle. It turned out to be too early in its development to seek legislative support in 1995 and past its end date by the 1997 session. The 1995 legislative session placed both programmatic and budget pressure on the Department which was forced to consolidate programs and reorganize. As a result, neither the Economic Development Department nor the Department of Environmental Quality could be convinced to provide resources to bridge the program over until the 1997 legislature. So, while the program functioned successfully and demonstrated the value of recycling market development activities, it was not able to establish a permanent existence.

This report describes the work that was accomplished by the REDA program. While there was much accomplished, there was also much more work to be done. The lessons learned were that: recycling market development is a valuable service for state government to provide; there is a broad demand for these services; if possible some program resources need to be focused; 18 months is too short a time to track the types of recycling market development projects being established in Oregon; and a one-person recycling market development effort is too small for level of interest and potential of recycling in Oregon.

PROGRAM ACTIVITIES SUMMARY

Scheduled Activities

The discussion in this section is limited to the originally scheduled workplan activities. There is some reference to other activities which will be discussed more fully in a later section.

All of the scheduled program activities identified in the original project proposal were addressed in some manner during the project period. Some of the activities were completed on schedule, many were ongoing throughout the project, others were delayed, and a few activities were deferred or not undertaken due to reassessment of needs. In general, there was an orderly completion of program tasks. This was coupled with a continuous reassessment of program priorities. Changes in specific program products resulted from an ongoing evaluation of both customer and host agency needs and their demand for the limited services from the Advocate. Some of the specific documents identified in the original proposal were first deferred and later exchanged for other work products which were at the time deemed to be more important and useful to stakeholders or more consistent with the host agency's role.

The delay in the start-up of the project required a general revision of the workplan since some of the activities in the original workplan were tied to real time activities such as the start of the 1995 Legislative Session. Most of the activities were simply rescheduled, others were deferred due to the missed timing.

The most notable divergence from the workplan was in the development and distribution of specific printed materials. In each case the value of each publication was reassessed based on the time and resources necessary to produce the document and the need for the document. Need for individual publications was based on stakeholder input and the availability of suitable existing materials. Where it was determined that there was demand for a document, existing material was duplicated and distributed. In most cases the customer need for specific information was fulfilled on a case-by-case basis. The specificity of customer information requests was one of the factors which weighted against the development of general background materials.

One other significant change in the scheduled workplan was the nature of the roundtable meetings with regional staff and planning meetings between agency staff. By the second quarter of the program it became very clear that neither agency's regional staff were going to be available to attend scheduled recycling market development. The time schedules and work priorities of individual regional staff members would not allow such a commitment. Individuals in both groups deferred both internal and external coordination of recycling issues to the Advocate. Recycling market development was a new, additional activity with a low priority for regional staff. As long as they could work directly with the Advocate, the regional staff members did not seek or take a leadership or planning role in recycling market development.

Activities by Program Quarter

First Quarter, 11/94 - 1/95:

The major scheduled activities in the first quarter were establishment of the project and Advocate and development of a working relationship between the Advocate REDA and the Economic Development Department, Regional Development Officers, the Department of Environmental Quality, Regional Solid Waste Reduction Specialists, project partners, and stakeholders. The original workplan did not envision a significant working relationship between the Advocate and project customers during the first quarter.

Some milestone dates were reset to accomplish a more orderly program schedule. In addition, some activities have been deferred due to the unanticipated level of customer and agency demand for other services from the Advocate. The production of specific documents has been delayed in order to be responsive to customer service demands. The need for the specific publications listed in the workplan was being reconsidered. After this evaluation it was determined that the value of each proposed publication, a needs assessment, and other information collection activities would precede the actual development of any written materials. As a result, completion of these deferred program activities was rescheduled later in the workplan and eventually most original publications were not produced.

Not all workplan changes were delays. Several program areas were moved forward and started sooner than originally scheduled. However, in general, most of the activities in the workplan required more preliminary work and were more complex than anticipated. These activities took more time than was allowed for in the workplan. In addition, circumstances like previously scheduled meetings and specific customer assistance requests often dictated the order of project work activities. In particular, meetings with Department and local regional development staff were dictated by their needs and schedules rather than the Advocate's.

Second Quarter, 2/95 - 4/95:

During the second quarter the Advocate continued to participate in Oregon Recycling Markets Development Council's full Council, division, and task force meetings. There were also meetings with program sponsors and major partners: the Environmental Protection Agency, Metro, Oregon Economic Development Department, Oregon Department of Environmental Quality, Oregon Department of Energy, Service Corps of Retired Executives (SCORE), and the Association of Oregon Recyclers. The Advocate continued to work closely with the Department of Environmental Quality headquarters staff on the material recovery survey and with their Regional Solid Waste Reduction Specialists on specific market development issues or customer requests. The Advocate worked directly with the Siletz and Grand Ronde Tribes, Oregon's regional and local economic development programs, and the Clean Washington Center.

The Advocate initiated a special program to work closely with SCORE. The Advocate made presentations to the two largest of the four SCORE chapters in Oregon. The Advocate met

regularly with the SCORE Jobs Through Recycling Coordinator. Customer referrals to and from SCORE counselors were tracked and recorded. Appropriate recycling customers were referred to SCORE chapters for individual counseling, to SCORE small business workshops, and to Small Business Administration loan programs.

The program distributed information on services available both directly and through other Economic Development Department programs. Rather than develop a new business start-up list, the Advocate distributed Department materials and made direct referrals to SCORE and local business development centers.

Third Quarter, 5/95 - 7/95:

Third quarter activities were focused on response to customer service demands and incorporation of recycling into regular Department business development and business finance activities. The advocate used existing listings of technical and financial resources to meet customer requests. The advocate reviewed the funding sources available through the Department, prepared a brochure on recycling business finance and developed a procedure for early involvement of business finances section staff with recycling customers.

The Advocate reviewed the State Department of Administrative Services process of procurement of products with recycled content and work with procurement staff.

The Advocate worked with stakeholders and project partners to identify and select targeted communities and products. These recommendations were not always consistent with customer service demands or local economic development priorities. The same situation was true for roundtable meetings with Regional Development officers and Regional Solid Waste Reduction Specialists. Meetings with these individuals had to be within their own schedules.

The Advocate worked with both the Siletz and Grand Ronde tribes to evaluate the feasibility of siting recycling businesses on their reservations. The Siletz's recycling economic development advocate continued to investigate several recycling possibilities. The Grand Ronde tribe decided to proceed in this direction and applied for its own JTR Grant.

Fourth Quarter, 8/95 - 10/95:

By the fourth quarter the REDA program had diverged significantly from the initial workplan.

The REDA program had substantially incorporated the recycling industry into a full range of Department programs on nearly the same level as the officially identified "key industries." The program was attempting to concentrate on targeted materials: plastic, tires, green glass, and scrap paper, and targeted communities. The Advocate was receiving numerous recycling business assistance referrals. Roundtable meetings with regional staff were replaced with individual meetings and cooperative case work.

Fifth Quarter, 11/95 - 1-96:

The fifth quarter was characterized by continuation of an established REDA program with: ongoing internal and external recycling initiatives, follow-up on established major projects, limited initiation of new projects, and ongoing recycling business assistance response. The primary customer had been established as the start-up and operating recycling businesses. Recycling business recruitment was responsive rather than proactive. Informational materials were being provided on request and to targeted businesses. General promotional materials were not being developed or distributed.

Sixth Quarter, 2/96 - 4-96:

Scheduled activities for the sixth quarter were no longer consistent with the program direction or schedule. The regional staff round tables and joint planning meetings had been replaced with more situationally effective communications. Because of the delayed start up, the program was out of phase with the legislative session. A major effort was made to identify a source of interim funding to bridge the program over until the next legislative session. However, agency reorganization and budget restrictions rendered these efforts fruitless.

Workplan Status

Introduction

The following table is a summary of the REDA program workplan. The “activities” listed are those from the original program proposal and contract. Unscheduled or new activities have not been included in this workplan. The “dates” have been adjusted to accommodate the delayed program start. The “status” is for the activity at the milestone date and during the remainder of the program. The “notes” are reference to the brief discussion following the workplan table.

Scheduled Activities Workplan

Oregon Recycling Economic Development Advocate Scheduled Activities Workplan Status Final Progress Report

Activities	Date	Status	Note
Obtain Legislative approval of initiative, complete Metro funding, obtain Environmental Protection Agency approval of workplan and award of grant.	7/94	Completed	1
Recruit Advocate	9/94	Completed	
Hire Advocate	10/94	Completed	
Introduce Advocate to Oregon Recycling Markets Development Council and Oregon Department of Environmental Quality.	11/94	Completed	
Work with Regional Development Officers and Regional Solid Waste Reduction Specialists to identify potential characteristics and resources to target regions and Grand Ronde Tribe.	3/95	Completed	
Work with Oregon Recycling Markets Development Council, Oregon Department of Environmental Quality, and Metro to produce market profiles for green glass, mixed scrap paper, and plastics.	12/94	Deferred	2
Participate in Department of Environmental Quality material recovery survey planning session.	11/94	Completed	

Work with Department of Environmental Quality, Metro, and local governments to catalogue the structure of collection programs.	12/94	Completed	3
Distribute educational materials.	1/95	Ongoing	4
Determine specific roles among Regional Development Officers, Regional Solid Waste Reduction Specialists, Advocate, and others.	4/95	Ongoing	5
Develop and produce brochure describing services to target customers.	1/95	Ongoing	6
Produce recycling business start-up check list.	1/95	Ongoing	7
Develop directory of technical and financial resources for recycling business development.	7/95	Not completed	8
Work with Department's Business Finance Section to target specific sources of funding to attract for recycling business development.	3/95	In progress	
Work with state recycled product procurement analyst to identify products purchased by state agencies that could be made with secondary material.	3/95	Ongoing	9
Notify all stakeholders of targeted communities, products, and distribution barriers.	2/95	Ongoing	10
Identify and select target communities, products and distribution barriers.	2/95	Completed	11
Hold roundtable meeting of RDOs and RSWRSs to discuss progress.	6/95	Delayed	12
Work with DEQ and Metro to produce directory of recyclers, haulers and waste disposal facilities.	6/95-7/95	Not completed	13
Provide REDA initiative report to the 1995 Oregon Legislature in context of Economic Development Department Information.	3/95-6/95	Completed	14
Work with DEQ and Metro to produce map of recycling processing facilities.	6/95-8/95	Not completed	
Identify and select two or three existing or start-up businesses on which to focus efforts to increase	6/95-8/95	Ongoing	15

secondary material utilization.

Work with targeted communities and businesses to increase secondary material utilization.	8/95-4/96	Completed	16
Work with Spirit Mountain Economic Development Corporation to determine the feasibility of siting a recycling business on their reservation	5/95-10/95	In progress	
Hold roundtable meeting of RDOs and RSWRSs to discuss progress.	6/95	Changed	
Hold first OEDD/DEQ joint management planning meeting.	9/95	Changed	17
Hold roundtable meeting of RDOs and RSWRSs to discuss progress.	9/95	See note 12	
Hold second joint management planning meeting.	9/95	See note 17	
Hold roundtable meeting of RDOs and RSWRSs to discuss progress.	12/95	See note 12	
Produce 2-page profiles of exemplary recycling businesses.	10/95	Not completed	
Hold roundtable meeting of RDOs and RSWRSs to discuss progress.	3/96	See note 12	
Hold third joint management planning meeting.	12/95	See note 17	
Hold fourth joint management planning meeting.	12/96	See note 17	
Present final report to the Legislature and request funding for continuation of REDA work.	1/97	Not completed	18

Notes on Scheduled Activities

#	<u>Comment</u>
1	The completion of these activities combined with recruiting and hiring to the Advocate delay the program start date by a number of months. This delay in turn affected the original strategy of taking the program results to the 1995 Legislative Session.
2	The development and publication of market profiles for specific products was reviewed and deferred. Customer contact during the first two quarters did not indicate a demand for this product. The Oregon Recycling Markets Development Council indicated that

the combination of their own and Metro's material specific publications filled the existing need. The team of Department advisors felt it more appropriate to use existing material and provide specific customers with information on a one-to-one basis rather than duplicate and expand on existing material.

- 3 Initial work, mostly with the Department of Environmental Quality, indicated that adequate information outside of the Metro region was not easily available. In addition, the program's priorities placed working with collection activities at a lower priority than processing or end use. Rather than taking on a general cataloging of collection programs, the Advocate made collection program information available and provided direct access to collection service providers to customers on a case-by-case basis.
- 4 As above, the program utilized existing material and distributed it on an as-needed or requested basis.
- 5 This activity, started in the first quarter, became an ongoing task rather than a one-time determination. The roles of the individual regional officers are most often situation specific. The amount of control that each officer had over his level of involvement in recycling market development varied with the individuals, the organization, and the potential development project involved. Specific roles for the different actors could not be formalized without loss of flexibility and great deal of work.
- 6 As with several other publications, existing documents were used rather than developing new ones. Material was distributed as requested rather than proactively. This approach to information materials development and distribution was part of a general "big trade-off" of the originally planned proactive promotion of recycling market development for responsive recycling business assistance. With limited resources, mostly the Advocate's time, other resources were shifted to provide more time to respond to specific recycling market development customer requests for information and assistance.
- 7 The program used the existing materials prepared by the Business Development and Business Finance Sections. The Advocate also referred customers to SCORE and local business development centers which provide this type of information along with counseling service.
- 8 A general directory was not developed. Instead, the Advocate used business development and Business Finance documents and assisted recycling business customers in finding resources outside of the Department.
- 9 The Advocate worked directly with the procurement officer at the Department of Administrative Services. That Department has a very successful recycled materials procurement policy and program. Based on the scope of their program, the Department of Administrative Services will continue as the lead agency in this area, with the Department providing support.

- 10 The Advocate used existing meeting and communication channels to keep stakeholders
& informed. First emphasis was placed on materials identified by the Oregon Recycling
11 Markets Development Council: plastic, green glass, and scrap paper. Other materials
such are tires and used oil were added based on customer interest. With regard to
communities, first emphasis was places which had identified environmental services as
one of their three key industry of emphasis. Other communities received attention
based on specific customer or community interest.
- 12 The Advocate attempted to develop a roundtable meeting process for the regional
officers from both agencies. After several attempts it became clear that this was not
logistically possible. As an alternative, the advocate attempted to meet with these front
line staff at other planned meetings, in smaller groups or as individuals. Most of these
meetings were associated with specific development opportunities or individual case
work. This approach was consistent with normal Department procedure and put
recycling businesses on an even status with companies from other industrial sectors.
- 13 The proposed directory would expand information already available from Metro to a
statewide base. The Advocate conferred with the Department of Environmental Quality
regarding the potential value and the availability of information needed to develop the
proposed statewide directory. The information necessary was already available from
Metro and the Department of Environmental Quality. Customer demand for this
product was judged to be relatively low. Final production of the directory was first
given a low priority behind individual recycling business assistance case work. Finally,
resources intended for this directory and several other publications were reallocated to
Oregon recycling market development summit.
- 14 The original grant proposal had the REDA project developed before the start of the
1995 legislative session. The delay in program start-up put the program out of phase
with the legislative session. Program results were not available to report to the
legislature. The Advocate did participate in the legislative session and established
some groundwork for a future legislative request.
- 15 The provision of direct recycling business assistance occupied the majority of the
Advocate's time and resources. The demand for service started within the first week of
the project. The Department placed a high value on responsiveness and customer
service. The nature of customer needs required short periods of concentrated service
spread over an extended time. This meant that the Advocate could work with a larger
number of targeted business. The Advocate started to limit involvement with new
recycling business development start-ups after the third quarter. By this time it had
become apparent that the time span necessary to complete a business development
project was well beyond that of the program. With continued program funding tentative,
it was not prudent to increase the long-term workload.
- 16 While the Advocate did work with targeted communities and businesses, this approach
to recycling market development needs more time than can be accommodated in a short
grant. Persistent efforts applied during the grant period may not produce measurable
results until well after the program is complete.

- 17 Efforts to hold joint planning meetings between the Economic Development Department and the Department of Environmental Quality were unsuccessful. There was no agreement as to the role of each agency in recycling market development. Agency staff deferred to the Advocate for program direction. Each Department was willing to cooperate with a recycling market development program but was not willing to make a commitment of resources or seek legislative support. Lacking cooperative joint management planning, the Advocate sought long-term planning direction through the Oregon Recycling Markets Development Summit process.
- 18 The 18 month REDA project started in November 1994 and was out of phase with the Oregon biennial legislative schedule. The 1995 session started before the program had an adequate record to report. The 1997 session would be out of reach for the program unless it could be extended with an operating bridge. The Advocate made three attempts to develop such a bridge and extend the program. First with Economic Development Department resources, next with a combination of Economic Development and Department of Environmental Quality resources and finally with participation of both agencies and an additional JTR grant. All three attempts were unsuccessful due to a lack of commitment of limited agency resources.

Unscheduled Activities

A large portion of the program resources, the Advocate's time, was committed to extremely useful activities which were directly related to, but not specified in, the program workplan. These included: expanded efforts on "major" recycling market development projects, responding to recycling business assistance requests, providing direction and technical assistance to other Department programs, supporting the development of recycling market development policy and legislation, participation in departmental training and reorganization efforts, assisting in the development of recycling market sector trade associations, and designing and participating in the Oregon Recycling Market Development Summit.

Customer interest in the Department's recycling market development program started immediately and remained strong throughout the project. The Advocate both initiated and responded to new recycling market recruitment opportunities. Requests from customers with projects that had a good potential for success and positive economic impacts were treated as "major projects." Work with these major projects turned out to have longer term than the REDA project time span. These projects would require short periods of concentrated attention over a long term. Some of these projects became inactive during the REDA program life, but most remained active after the REDA program was completed. By the fourth quarter it was clear that recruitment of expansion of recycling processors and end user markets is not a short-term, 18-month effort. At this point the Advocate made an effort to defer new major projects. If these project had continued to be accepted, the number initiated could have exceeded 50. Less than 25% of these would have become inactive during their first year of involvement with the Department.

Another major activity of the Advocate was to provide business development and technical assistance to both recycling business customers and Department staff. A high level of interest in Recycling in Oregon along with early positive program exposure and a good working relationship with stakeholders generated ongoing demand for recycling market development services. This level of interest translated into numerous specific requests for financial and technical assistance. Over the 18 month project the Advocate was involved with over 500 specific requests for business assistance from recycling processors, end use markets, and local governments. In addition to the direct assistance provided by the Advocate, many of these contacts were also referred to other government agencies or private organizations for further technical or financial assistance. Response to these direct service requests has reduced the time and resources available for carrying out Department-initiated recycling market research projects or for the production of general and specific informational materials. Some of the customer requests for assistance were still in progress at the end of the project. This is particularly true of the "minor projects" and "major projects" which are tallied in the customer interactions table.

A portion of the Advocate's time has also been involved with the incorporation of recycling activities into the focus of other Department programs. Specific efforts have been made to include recycling business into the key industry and flexible network initiatives of the Industry Development program. The Advocate also worked closely with the business finance, industrial modernization and business recruitment programs. In addition to specific Department programs, the Advocate also worked on getting recycling market development incorporated into the activities of the Department's regional development officers and into the State's regional development strategies. This work went well beyond what was intended in the original workplan and was intended to institutionalize both the recycling market development program and the Advocate into the Department. In addition to incorporation of recycling into the Department's agenda, the Advocate also committed a significant amount of time to Department teamwork and leadership training and in the redirection/reorganization of the Department with an intention to keep recycling market development within the Department's new direction. These final efforts were unfortunately necessary, time and energy consuming, and unsuccessful.

A considerable amount of time was committed to providing technical support to other programs in the Department on matters related to recycling and pollution control. This included working on policy issues with other state agencies and with the Legislature. Three Oregon tax credit programs came before the 1995 legislative session for review and reauthorization. Renewal of these programs was very important to both the existing recycling community in Oregon and to the Department as an incentive to attract new recycling industries to Oregon. The Advocate represented the Department on recycling and other tax credit issues before the 1995 legislative session during several months of committee consideration. The Advocate also provided assistance to the Department's business development and program policy staff on the full range of tax credit issues. This assistance also extended to the Department of Environmental Quality and Department of Energy.

Oregon Recycling Markets Development Summit

In March 1996, the REDA program joined with a group of program partners and stakeholders to organize the Oregon Recycling Market Development Summit. The Summit was intended to be a major planning tool. It was designed to evaluate the present status of recycling market development programs, the need for additional services, the potential of additional programs and the appropriate rules for potential participants. Funds for the JTR grant were diverted from the REDA program and used to finance work on the summit, documents and program. This funding was supplemented with other financial and in kind support from other program partners.

The Advocate was an active member of the steering committee which guided the Summit development process. A series of pre-summit meetings and working papers resulted in an extensive Summit reference document, published in late April 1996. The summit meeting was held in May with Summit results to be available in June. One result of the summit meetings was the initiation of a post-summit planning session to organize the implementation of the Summit's recommendations.

All of the material associated with the Oregon Recycling Markets Development Summit have been submitted to Environmental Protection Agency Region X office and are available for review separately from this report.

REDA Project Continuation

One of the goals of original JTR grant application was to use the grant funds to establish an ongoing market development effort within Oregon state government. As part of the grant application process the Economic Development Department was chosen as the appropriate agency for this ongoing program. Since recycling was not within the normal scope of the Department and the REDA program was generally viewed as an “outside” activity, the Advocate made extensive efforts to institutionalize the recycling program into the Department. These efforts were only partially successful. By the second quarter of the grant period, both the Advocate and the program were fully accepted in the Department and well-integrated into Department programs.

After the fourth program quarter, budgetary and programmatic pressures forced the Department to undergo a major internal program consolidation and reorganization. At the same time, the Advocate was attempting to develop a resource bridge to carry the recycling market development program over into 1997, when the program could be formalized and funded by the 1997 legislative session.

Originally the Advocate sought both position authority and funding from the Department. Initially this appeared to be available, but when reorganization started, both resources disappeared. The Advocate then developed a proposal for a joint program with the Department of Environmental Quality. Though it was first viewed with favor, eventually this proposed program also dissolved.

A final effort was made to include additional EPA JTR grant funds into the resource base. However when neither agency would commit to an ongoing program or adequate matching funds, the grant proposal was not submitted.

It would appear that all of the effort and time placed on program continuation, and possibly the effort and time invested in institutionalizing the REDA program into the Department was, wasted. For the former, considering the results, this is certainly true. For the latter it is not reasonable to

believe that the REDA program could have been as successful in providing recycling business customer assistance if the advocate did not have the full support of the Department and its other program staff.

While the end of the REDA does not allow for further evaluation of the value of the business assistance services or a comprehensive follow-up on “major projects,” their basic value can be seen in the obvious advances made by many of the program customers. A long-term program with continued assistance on “major projects” and some follow-up on business assistance contacts would have been the best result of the JTR grant. However, there were very positive results from the short grant period and it appears that most of the service and product provided during the project were valuable and in most cases are still useful. The recommendation of the Summit and the Advocate are to continue to provide limited market development services and seek commitment and resources for an expanded long-term program.

PERFORMANCE MEASURES

Types of Customer Service

For purposes of providing a program summary, customer service activities have been categorized into four classes: *Contacts*, *Business Assistance*, *Minor Project Work*, and *Major Project Work*. Each of these categories has been further divided into *Business*, *Government*, or *Other*. Using these subdivided categories, an estimated count of customer interactions is recorded in the following table. The accuracy of these numbers increases with the level of complexity of the interaction. Many *Contacts* have gone unrecorded because they are a one-time occurrence and are often lost in the everyday workload. Only a limited number of projects are listed in the *Major Projects* category. As individual major projects are completed, closed, or terminated, they have been transferred back into *Minor Projects* listings.

In addition to the four categories listed above, a fifth category, *SCORE*, records those activities in the other categories which have been referred to or from the Service Corps of Retired Executives (SCORE). This additional listing, which overlaps the others, provides a way to measure the working relationship between the Advocate and SCORE.

These tables were developed during the project, after a meeting with the USEPA and other Jobs Through Recycling grant participants. Some of the original record keeping and reporting documents like the "REDA Overall Performance" list, were set aside for this more condensed tabular format. Since the some specific data called for in the present tables was not recorded during the first and second project quarters, some of the numbers in those portions of the tables are by necessity estimated or in some cases missing. By the third quarter the Advocate was using a more reliable database and reporting system for the project. The Advocate did not go back through all the old meeting notes, phone logs, and correspondence files to document all of the customer service activities from early in the project. Major projects, as reported in the Major REDA Projects Table, are all ongoing. The information in the following version of these tables is as complete as possible and though not numerically perfect, does reflect the type and level of work done by the Advocate for this project.

CUSTOMER SERVICE CATEGORIES

CONTACTS:

Single or multiple contacts with a customer which do not require providing special assistance or follow-up service. Many of the one-time contacts in this category go unrecorded. Some meetings where major participation is not required are included in this category.

BUSINESS ASSISTANCE:

Business assistance is defined as *interaction with a customer which requires some form of relatively simple assistance being provided with a possible requirement for follow-up*. Business assistance is often a one-time interaction with the customer and, if it is more complex, usually involves a business concept or proposal rather than a full-fledged project with a business plan. Some meetings and legislative hearings where limited participation was required are included here.

MINOR PROJECT WORK:

A project is defined as an ongoing relationship with a customer related to a specific single business project. Project work requires numerous customer interactions with more than one type of assistance being provided. Project work often, but not always, involves a project which can, with appropriate resources and effort, be successfully completed. Projects may vary in size, complexity and potential for success. Some meetings, workshops, or legislative/government sessions where significant preparation and presentation are required are included in this group.

MAJOR PROJECT WORK:

Larger or more important projects which require continued attention, have a higher probability of completion, or a higher “political” importance, require a number of types of assistance, are more closely associated with the program goals, and, are most likely over time to result in a completed project. This category is a count of projects, not individual contacts or meetings.

SCORE:

Items listed in this category are contacts which have been referred to or from the Service Corps of Retired Executives. All of the listings here are redundant with those in the other four categories and may range in level from simple contacts to major projects.

NUMBER OF CUSTOMER INTERACTIONS

		11/94 to 1 /95	2/95 to 4/95	5/95 to 7/95	8/95 to 10/95	11/95 to 1/96	2/96 to 4/96	11/94 to 4/96
Contacts	Business	26	33	45	56	49	35	244
	Government	52	30	60	43	26	14	225
	Other	30	23	19	28	16	7	120
Assistance	Business	28	24	50	48	29	20	199
	Government	14	5	16	19	13	4	71
	Other	2	8	20	14	7	5	56
Minor Projects	Business	11	5	5	11	14	5	51
	Government	11	6	4	3	7	2	33
	Other	1	20	25	12	10	5	73
Major Projects	Business	44	20	45	42	26	21	198
	Government	0	0	0	20	10	12	44
	Other	0	0	0	0	0	0	0
SCORE	Meetings	1	3	8	1	1	1	15
	Presentation			2	0	0	0	2
	Referrals	2	7	6	9	5	4	33

BUSINESS ASSISTANCE ACTIVITIES

Market Commodity	Type of Company	11/94 - 1/95	2/95-4/95	5/95-7/95	8/95-10/95	11/95-1/96	2/96-4/96
Plastic	New / Relocate	3 / 1	5 / 1	4 / 1	6 / 2	2 / 1	1 / 0
	Expand / Retain	2 / 0	1 / 0	2 / 0	2 / 0	2 / 0	2 / 0
Scrap Paper	New / Relocate	1 / 0	1 / 0	0 / 0	0 / 0	0 / 0	1 / 0
	Expand / Retain	1 / 1	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0
Glass	New / Relocate	2 / 0	1 / 0	1 / 0	1 / 0	2 / 0	0 / 0
	Expand / Retain	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0
Waste Oil	New / Relocate	1 / 0	1 / 0	1 / 0	0 / 0	1 / 0	2 / 0
	Expand / Retain	0 / 0	1 / 0	0 / 0	0 / 0	0 / 0	0 / 0
Tires	New / Relocate	2 / 0	3 / 0	2 / 0	3 / 0	2 / 0	0 / 0
	Expand / Retain	1 / 0	1 / 0	0 / 0	0 / 0	1 / 0	0 / 0
Wood	New / Relocate	3 / 0	0 / 0	0 / 0	1 / 0	0 / 0	1 / 0
	Expand / Retain	0 / 0	1 / 0	0 / 0	2 / 0	2 / 0	0 / 0
Organics/ Compost	New / Relocate	1 / 0	1 / 0	2 / 0	3 / 0	1 / 1	1 / 1
	Expand / Retain	2 / 0	2 / 0	0 / 0	0 / 0	2 / 0	0 / 0
Metals	New / Relocate	0 / 0	0 / 0	1 / 0	0 / 0	0 / 0	1 / 0
	Expand / Retain	0 / 0	1 / 0	0 / 0	0 / 0	0 / 0	0 / 0
Newspaper/ Cardboard	New / Relocate	0 / 0	1 / 0	0 / 0	1 / 0	1 / 0	0 / 0
	Expand / Retain	0 / 0	0 / 0	1 / 0	0 / 0	0 / 0	0 / 0
Other	New / Relocate	1 / 0	0 / 0	0 / 0	1 / 0	1 / 0	0 / 0
	Expand / Retain	0 / 1	1 / 0	1 / 0	2 / 0	1 / 0	0 / 0
Total	New/Relocate	14 / 1	13 / 1	17 / 1	16 / 2	10 / 2	7 / 1
	Expand/Retain	7 / 3	8 / 0	3 / 0	6 / 0	8 / 0	4 / 1

* Projects which carry over are counted for each period.

NECESSARY CORE MEASURES

The following Necessary Core Measures -- *Employment*, *Capital Investment*, *Capacity*, and material *Utilization* -- have been incorporated into the "Major REDA Projects" table. This table deals with only a limited number of REDA activities referred to as "major" projects. More complete information on each project was retained in a database, project files, and individual project report sheets as each project moved toward completion. Some of the entries in the table are estimates. These entries will be updated as more accurate information becomes available.

Core Measure #1

Employment - Number of full-time jobs related to the processing of remanufacturing secondary materials, or reuse of products.

Core measure #2

Capital investment - Amount of capital investment in businesses/industries that process or remanufacture secondary materials or prepare products for reuse.

Core measure #3

Capacity - Volume of secondary materials businesses/industry is capable of processing or remanufacturing, or volume of products business/industry is capable of preparing for reuse.

Core Measure #4

Utilization - Volume of secondary materials business/industry processed or remanufactured or volume of products business/industry prepared for reuse.

SUMMARY OF CORE MEASURES FOR MAJOR REDA PROJECTS

COMPANY CODE		MATERIAL	REPORTING PERIOD	EMPLOYMENT		CAPITAL/ INVESTMENT \$,000		CAPACITY TONS		UTILIZATION TONS		STATUS (See note *)
				New	Total	New	Total	New	Total	New	Total	
1	New	Oil	1	20	20	20,000	20,000	20,000 G	20,000 G	20,000 G	20,000 G	3
2	Relocate	Plastic	1	5	5	3,000	3,000	10,000	10,000	5,000	5,000	2
3	Expand	Tires	2	6	7	250	300	500	1,000	500	1,000	5
4	New	Plastic	2	2	2	100	150	500	500	(250)	(250)	5
5	New	Plastic	2	3	3	50	50	50	50	(50)	(50)	4
6	Expand	Wood	2	0	10	50	450					4
7	Retain	Glass	2			100	NA	NA	60,000	NA	120,000	0
8	New	Paper	2	NA	NA			NA		NA		1
9	Expand	Plastic	2	2	2	100	400	200	1000	200	1000	5
10	New	Glass	2	1	1	50	50	50	50	200	200	1
11	New	Tires	3	10	10	3,000	3,000	6,000	6,000	3,500	3,500	1
12	New	Tires	2	50	50	8,000	8,000	20,000	20,000	20,000	20,000	1
13	Expand	Plastic	3	10	10	500	1,500	100	100	100	100	5
14	Relocate	Plastic	3	5	5	3,000	3,000	NA	NA	NA	NA	5
15	New	Metal	3	200	200	100,000	100,000	30,000	30,000	30,000	30,000	1

COMPANY CODE		MATERIAL	REPORTING PERIOD	EMPLOYMENT		CAPITAL/ INVESTMENT \$,000		CAPACITY TONS		UTILIZATION TONS		STATUS (See note *)
				New	Total	New	Total	New	Total	New	Total	
16	Retain	Paper	1			70,000	--					5
17	New	Multi-material	1	18	18	4,000	4,000	45,000	45,000	45,000	45,000	5
18	New	Multi-material	3	18	46	3,500	3,500	35,000	55,000	35,000	55,000	5
19	New	Paper	2	52/6	52/6	15,000/ 600	15,000/ 600	/1000	/1000	/1000	1000	3
20	Retain	Paper	3					N/A	12,500	N/A	12,500	4
21	New	Tires	4	10	10	5,000	5,000	10,000	10,000	8,000	8,000	3
22	Relocate	Plastic	4	12	12	2,500	2,500	NA	NA	NA	NA	2
23	Expand	Plastic	6	3	4	50	100	500	500	250	250	5
24	New	Tires	5	4	2	150	160	500	500	500	500	4
25	New	Gypsum	6	4	4	600	2,000	NA	NA	NA	NA	2

* Status: 1 = Preliminary Proposal; 2 = Proposal; 3 = Project Commitment Pending; 4 = Committed; 5 = Under Development

Major REDA Projects Discussion

The following discussion is intended to help clarify the data in the Major Projects Table. This discussion is based on information available to the Advocate on their status as of April 1995. The information here was provided by the customers in their discussions with the Advocate. In some cases the numbers provided were customer estimates for proposed projects. These number are not accurate for actual completed projects. In other cases the customer did not provide the information needed. In accordance with Department Policy, individual customers have not been identified.

#	Discussion
1	This project is used oil rerefinery. This project should result in a very significant increase in used oil recycling. The customer had a good business plan, engineering, supply system, customers, and financing. They were seeking assistance with siting, permits, and tax credits. All requested services were provided. This project was moving ahead slowly with the progress controlled by the customer. If the customer proceeds the project has a high probability of completion.
2	This project was the relocation of an operating plastic recycling company from out of state into Oregon. This project should result in a small increase in plastic recycling. The customer had a good business plan, engineering, supply system, and customers. They were seeking assistance with siting and financing. The necessary siting and financing was available. All requested services were provided. This project is not moving at this time. The customer is dealing with unrelated market issues and has placed the Oregon move on hold. In as much as the customer is bringing their own supply and product customers with them, the probability for successful operation is high. The project will not move forward until the customer is ready. Capital financing may be an issue here.
3	This is an existing Oregon company which wanted to expand its tire recycling operation. This project should result in a small increase in waste tire recycling. The customer was seeking some assistance with its business plan and financing. The Advocate worked with the customer and directed them to potential financing. The business operation is stable and the customer is slowly moving ahead on the project.
4	This customer was developing new plastic recycling equipment. If completed, this project should result in a small increase in plastic recycling for material which was not previously recycled. The customer has a weak business plan, was developing new equipment, and no commitment for purchases. They were seeking assistance with financing and determining basic business direction. The Advocate worked with this customer to help them seek financing. The project is moving forward slowly with limited financing.

- 5 This customer wants to start an Oregon manufacturing facility for a product which is successfully manufactured on the east coast. When operational, this project will result in a small increase in recycling for a waste plastic which presently has very limited recycling. The customer has an existing product and engineering, a supply of waste feedstock, and already markets the east cost manufactured product. The customer was seeking assistance with a business plan, financing, and a relationship with local economic development officials. The Advocate worked with the customer, directed them to business training and sources of financing. The project is moving forward slowly; the customer has limited financial resources to put into the project. The project should continue to move forward to completion.
- 6 This customer is a wood waste recycling company. They are a profitable operating company which was looking for financing for expansion. The Advocate worked with this company and directed them to sources for additional financing for expansion. The Customer is a good financial risk and the project should move forward to completion.
- 7 The applicant is a large company which has been involved with glass recycling for a number of years. The customer was seeking Department assistance in a major workforce training project. The Advocate worked with the customer but was unable to provide the funding necessary for the major project. The customer was not eligible for workforce training funds because the training was limited to employees of one company. There were no special project funds available either. The customer proceeded with the training project without state assistance. The training will help keep this customer competitive within its industry and help retain this recycling firm in Oregon.
- 8 This customer has developed a new paper recycling technology. The customer has a new technology but no business plan, finances, or customers for the product. The customer was looking for assistance in marketing the new recycling technology. The Advocate reviewed the technology and the conceptual business plan for the project. The customer was directed to some potential customers, partners and technical associations which could assist in this project. This project is not moving. The project is in the customer's control waiting for them to move forward. This is an example of potentially good technology without a good marketing plan and adequate financing.
- 9 This project is a small Oregon plastic company which wants to expand their recycling activities. The customer has good engineering skills, a small but steady financial base, and a good general business concept. They were seeking market supply and demand information, business/technical assistance, and tax credit information. The program responded to all of these requests. The project is moving forward slowly but steadily. The customer has take a very practical approach to expansion and is growing within their means. This project will continue to completion.

- 10 This project was a small out of state glass recycling company looking for an Oregon operator. The technology was very low tech and produced a consumer product with a limited appeal. The customer was looking for someone to finance and start an Oregon operation. The Advocate reviewed the process and product and circulated the company information to potential operators. This project received attention because it dealt with green glass, which has a limited market in Oregon. There was no potential operator interest expressed in this project. This project will not get beyond the proposal stage.
- 11 This was one of three proposals for a large waste tire processing facility. This project had adequate engineering, a weak business plan, a presumed supply and customers, and no financing. They were seeking technical review of their engineering and business plans and access to financing. The Advocate worked with the customer on their business plan and provided direction with regard to financing. The project did not have a market commitment for processed tire products and could not be financed. The Advocate tried to get the customer together with a strategic partner. Without a market or a strategic partner to finance the project, it will not move forward.
- 12 This is a second company seeking to process scrap tires. This customer had identified engineering and claimed to be a market for the finished product. They were seeking access to financing. After several discussions, they failed to provide adequate information to move forward with the project. The Advocate did not attempt to complete this project.
- 13 This project is a small specialty plastic recycling company. They are just past first stage start-up. If this project is completed, it will result in a small increase in plastic recycling. They have a stable supply and market, adequate financing, and a good business plan. They were seeking recommendation on expansion. They were also seeking some new product development funding. The Advocate talked with the customer, provided referral to funding sources and information on tax credits. The customer sought and received some grant funds and is expanding slowly. They also decided to continue to contract out some specialty work rather than try to do it in house. This project will be completed at the customers chosen rate.
- 14 This project involved the relocation and expansion of a small plastic recycling company which had recently moved to Oregon. The customer has a growing supply and customer base, extensive out-of-state experience in plastic recycling, and good engineering experience. They were looking for siting assistance. The Advocate facilitated siting a new facility while keeping the existing facility in operation. The Advocate also assisted in application for tax credits. The customer is constructing the new facility and should be expanding operation in the future.
- 15 This project was a proposal for a specialty, radioactive, steel recycling operation. When in operation, this would have recycled steel from the western states. The

customer had good engineering, supply and customers, a strong business plan, and financing. The customer already operated a similar facility on the east coast and was planning to open a west coast plant. The facility was designed to go from scrap steel to completed consumer product. They were looking for siting and permitting assistance. The Advocate assisted siting and permitting issue. This project will not go forward. The governor “vetoed” the siting of this facility in Oregon.

- 16 This project was the retention of a large paper recycling facility. Closure of this mill would have a significant impact on paper recycling in Oregon. They needed to either close or renovate the paper mill. The Advocate worked with the Department’s Business Finance Section to assist the customers in obtaining development bond funds to cover some of the cost of renovation. The upgraded facility will continue operation in Oregon and increase its utilization of waste paper.
- 17 This is one of three multi-material recovery facilities which were involved with the Department. These facilities increase the amount of material available for recycling. This customer had good engineering, supply, and business plan. They were seeking financing for their new facility. In this case because it was a recycling facility, it qualified for bond funding and was incorporated into a bond package.
- 18 This second multi-material recovery facility located in a different part of the state worked with the Department to obtain bond funding. The customer sought and obtained private funding through a strategic partnership and did not follow through with either bond funding or tax credits.
- 19 This project is a proposed new facility to use waste paper in manufacture of a new building material. This project will result in a small increase in the amount of waste paper recycled in Oregon. The customer is an Oregon firm that has developed a new recycling process. The process and product are through the developmental and demonstration phase. The customer is seeking a site for a production facility. The Advocate and Department worked with this customer to get them to site their facility in Oregon. The customer has chosen to place the proposed facility in Nevada. The customer will continue to work with the Department to establish a product development facility in Eastern Oregon.
- 20 This project was the retention of a medium-sized company which manufactured building material out of waste paper. The customer had been operating successfully in Oregon for a number of years. They were seeking help in finding an economical supply of feedstock. High prices for scrap paper were limiting their supply. The Advocate worked with the customer on two alternatives. First, finding a new feedstock; several potential new feedstocks were identified. And second, evaluation of the potential for the customer to set up their own waste paper collection system. The customer began using a variety of new feedstocks while they investigated the costs and benefits of a full collection system.

The customer remains in operation in Oregon.

- 21 This is the third proposal for a large tire processing facility. The customer had acceptable engineering, a reasonable business plan and potential funding. They were looking for assistance on siting. The Advocate worked with the customer and local economic development officials to identify an industrial site. The Advocate also discussed financing and tax credits with the customer and their financial backers. The advocate also facilitated discussions on permitting. It is not clear that this project is economically feasible. The customer is moving ahead slowly.
- 22 This project is the relocation of a plastic recycling company to Oregon. The customer has operated for a number of years. They want to consolidate existing contracted recycling and product manufacturing activities into one facility. They were seeking siting and financial assistance. The advocate provides siting assistance and located several suitable sites for a new large facility. The customer was put in contact with several local development officers and financial institutions. This project is moving forward at the customer's speed.
- 23 This project is a small plastic recycling company that handles special grades of plastic. Completion of this project will result in a small increase in recycling of a presently non-recycled plastic. The customer has developed a process for plastic recycling and has an established supply of feedstock and market for his product. They are seeking to expand their operation, and are looking for financing. The Advocate assisted the customer with their business plan and facilitated meetings with state and local sources of financing. The Advocate also assisted with tax credit applications. The customer is a small but stable company and will move forward as resources become available. This project should be completed successfully.
- 24 The project is a small tire recycling facility. The customer has developed a building material product manufactured from old tires. They are seeking to scale up their process, which will still remain low tech. They are seeking assistance with siting, financing, and their business plan. The Advocate provided direction to local siting and financing resources. The customer's process is simple and low cost. They have not demonstrated a market for their product. The customer is inexperienced in both manufacturing and marketing. Success of this project will be dependent upon the marketing of an alternative building material.
- 25 This is a recycling equipment development project. The equipment developer was looking for financial assistance, potential markets for their product, and technical assistance on product development. The Advocate reviewed the project and provided the customer with advice on financing, strategic partners, and marketing. The Advocate also provided direction on technical issues. The customer located investors and a strategic partner. The customer is moving ahead with machinery and product development. The project needs a better business plan, an identified customer base, and better financing.

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